Example of a Long-Range Plan
SALT LAKE CITY PUBLIC LIBRARY
STRATEGIC PLAN

I.   SERVICES

Improve, Expand, and Enhance Access to Resources and Programs

- Empower patrons to use the City Library more effectively by providing them with instruction, beginning with English and Spanish, on how to use the library, the catalog, electronic resources, the Internet, and on-line databases. Develop a monitoring and evaluation system to gauge the success of our instruction.

- Implement the Service Evaluation Committee's annual recommendations and continually evaluate all services.

- Introduce expanded weekend evening hours at Library Square, providing a gathering place for patrons and a variety of programming options, particularly for teens.

- Expand telephone reference hours in 2004.   Explore offering on-line reference 24/7 in 2004.

- During 2003-2004, evaluate opening all branches on Sundays.

Expand and Enrich Outreach to the Community

- Evaluate existing, and develop effective, community partnerships targeting areas of the community we are not reaching.

- Expand and coordinate Outreach Services, providing more outreach to diverse populations through an annual plan.

- Launch library card campaign by August 2002 with the goal of issuing a library card to each City resident. Double library visits in 2003.

- Capitalize on opportunities to enhance our image locally, regionally, nationally, and within the library profession through positive media driven by a spectacular new building, logo design, and expanded programming.

- Improve services to teens immediately through targeted marketing and more effective outreach.

Provide Quality Programs

- Continue to offer quality programs and coordinate them more effectively. Establish the Adult Services Committee in 2002.

- Create a Programming position focusing on coordinated programs and exhibitions.

- Increase effective coordination with existing programs targeted to youth.

- Stimulate civic dialogue by bringing nationally acclaimed speakers before the community through the Dewey Lecture Series of Distinguished Guests beginning in March 2003.

- Encourage the sharing of ideas and creativity through the Performing Arts program series beginning in April 2003.

- Offer quality exhibits throughout the City Library System, including an enhanced traveling exhibit program.

- Present the traveling exhibits *Surrealist Visions* and *Dali: The Halsman Photographs* in 2003.

- Host the national traveling exhibit *Frankenstein: Penetrating the Secrets of Nature* by 2005.

Develop Literacy Programs and Partnerships

- Review and improve existing literacy resources and services in 2003.

- Identify potential partners among literacy service providers and improve service coordination.

Expand the Library=s Role as a Center for Civic Dialogue

- Create a venue at Library Square where ideas and opinions can be shared and tested.

- Enrich the civic culture of Salt Lake City by hosting, promoting, and facilitating open debates, dialogues, and discussions on current and compelling issues.

II.   RESOURCES

Collections

- Maintain 16% of the operating budget for materials.

- Purchase and expand collections in new and on-line formats that are viable and have an extended life span.

- Centralize collection development to provide better collections to the public by developing a core group of selectors in 2002.

- Increase current Training Plan by including annual collection development and maintenance training sessions in 2003.

Technology

- Assess and enhance existing and potential software components to improve communication and personalized service, including Web-based information.

- Provide training and information for the public related to various uses of technology, including hardware and software.

- Dedicate select public computer stations for express electronic mail use.

- Redesign and create effective management of the Web page.
- Review and potentially upgrade the Integrated Library System (on-line catalog) in 2003.

- Offer word processing service at all locations for patrons in 2003.

- Convert Main Library materials to the radio-frequency controlled Checkpoint System (security/inventory) by January 2003.

- Begin operation of a Technology Center in the new Main Library, including Gates Foundation computers, in 2003.

- Expand wireless technology within the City Library System to include all branches by 2004.

- Review Centrex Prime phone system in 2004.

- Install Checkpoint System (security/inventory) and convert materials in all branches by 2005.

Human Resources

- Emphasize the hiring and retention of a well qualified and diverse staff.

- Maintain competitive salaries and benefits by conducting a formal compensation survey in 2003.

- Provide ongoing training for all staff, with an emphasis on technology training, through the City Library's comprehensive Training Plan.

- Adjust staffing levels annually to reflect strategic plan priorities.

- Increase hours in support of programming to manage and coordinate systemwide programs and Library Square events.

- Expand the number of volunteers, along with their roles, in anticipation of the move into a new Main Library.

- Manage staff allocations to create systemwide collection development positions for improved selection.

- Provide adequate staffing for weekend hours at Library Square.

Facilities and Capital Planning

- Open new Main Library as the centerpiece of Library Square in January 2003.

- Work in concert with City and other interested parties to complete development of Library Square block.

- Develop and sustain creative and complementary partnerships with future tenants of existing Main Library.

- Acquire City Council approval of 15-Year Capital Improvements Plan during 2002-2003.

- Conduct a post occupancy survey of the new Main Library by January 2004.

- Ensure commitment to ongoing capital improvement funding and plan.

- Develop an ongoing technology upgrade fund in the capital budget to assure the City Library's ability to meet the growing demands of upgrading hardware and software.

- Plan a new branch in the southwest area of Salt Lake City by 2005.

III.   IMPROVED MANAGEMENT

Improve and Enhance Communication

- Improve delivery of information to staff concerning library directions, decisions, and activities.

- Improve the Performance Plan system by providing training to managers on coaching and evaluation, and by including these items as a systemwide standard.

- Enhance coordination within library departments so that access to materials and services for teens are improved.

Promote a Learning Environment for Staff

- Build reciprocal relationships to broaden learning opportunities, both within and outside the City Library System, by encouraging and promoting staff exchanges.

- Develop a cohesive method for staff to report on information and skills gained at conferences and training sessions.

Strengthen Our Organizational Structure

- Regularly evaluate and modify our management structure to maintain its responsiveness to the dynamic and changing needs of our organization.

- Implement staffing structure for new Main Library in 2002. Evaluate effectiveness of staffing structure at new Main Library by December 2003.

- Review the committee process and make needed improvements. Develop an evaluation model for committees in 2003.

Expand Fiscal Planning

- Implement a multifaceted, long-term fund raising plan which focuses on individuals, corporations, and foundations.

- Pursue grants and private funding to enhance technological resources.

- Raise $3 million to support a program endowment fund, operating expenses, and program sponsorship by 2005.

- Prepare and submit a $250,000 NEH Challenge Grant Proposal by 2003.